



Date: December 24, 2003

To: Project Area Committee Officers

From: Melanie S. Fallon, Executive Director

Subject: **Research for an Independent Study of Redevelopment in Long Beach**

At the December 15, 2003, Redevelopment Agency Board meeting, Board Members discussed the proposed Independent Study of Redevelopment in Long Beach. The Redevelopment Agency decided that the Agency Board would direct the preparation of an Independent Study of Redevelopment and not form a steering committee for that purpose.

There was significant public interest related to the issue of an Independent Study of Redevelopment. To facilitate discussion and progress of such a study, Agency staff pledged to provide some preliminary research and information for the January 12, 2003, Agency Board meeting. We are providing copies of some preliminary research for your review.

We have prepared a comprehensive list of possible consultants for involvement in the proposed Independent Study of Redevelopment (Exhibit A). The list includes a broad range of general consultants, redevelopment experts, policy institutes and academic institutions. The consultants have not been evaluated, reviewed or ranked. The list represents an initial search for entities that could be considered for involvement in the proposed study. Furthermore, the consultants themselves provided the consultant descriptions, which should not be read as endorsements or recommendations. This list is a first draft; we welcome and encourage you and the public to submit additional names for inclusion on this list.

Incorporating input from the Redevelopment Agency Board, Project Area Committees and the general public, we have drafted a conceptual plan (Exhibit B). This plan is presented not as a proposal, but as a solicitation for input and ideas. The genuine expectation is that it be molded and revised based on feedback and critique.

A copy of these materials will also be posted on the Independent Study web page, which is accessible from the Redevelopment website. If you provide comments to us by no later than January 5, 2004 we can include them with the materials to be provided to the Agency Board for the January 12 meeting. You may also provide your comments directly to the Agency Board on January 12.

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Anyone who would like to request copies of this information or provide additional input, please contact Johnny M. Vallejo (570-6792) or send your comments and suggestions to jvalle@longbeach.gov.

MSF:OWG:jmv

Attachments: Exhibit A – List of Possible Consultants
 Exhibit B – Draft Conceptual Plan

DRAFT – POSSIBLE CONSULTANTS LIST
INDEPENDENT STUDY OF REDEVELOPMENT

***All descriptions are provided by consultants.**

A.C. Lazzaretto & Associates	Burbank, CA	A.C. Lazzaretto & Associates is a highly respected professional research and management consulting firm specializing in servicing municipal agencies. We utilize our diverse experience in administration and management to serve our clientele with accurate and reliable guidance, information, project management, and implementation. Our primary expertise is in redevelopment and economic development.
Advanced Policy Institute	UCLA, School of Public Policy and Social Research	The Advanced Policy Institute (API) is an applied research and development center and one of the primary outreach arms of the UCLA School of Public Policy and Social Research. Established in 1995, API addresses a variety of strategic policy needs by furthering the professional development of those working in the public interest, supporting efforts to access and apply research, developing innovative information technology tools to deal with policy challenges, and building new and mutually beneficial relationships between the university, policymakers and community leaders. API's programs link academic research with the experience and practical knowledge of policy practitioners and community leaders, focusing on topics such as housing, community and economic development, health care, social services and disability issues.
Allan D. Kotin & Associates	Los Angeles, CA	Allan D. Kotin & Associates (ADK&A) is a real estate economics consulting firm based in Los Angeles, providing creative and innovative strategies and financially feasible solutions to complex real estate and policy issues. Since its founding in 1980, the firm has been involved in all major land uses: residential, retail, office, industrial, recreational, retirement, hospitality, and mixed-use projects. ADK&A now specializes in assisting both public agencies and private clients.
Bay Area Economics	Berkeley, CA	Since 1986, BAE has focused on The Economics of Place™, providing comprehensive real estate and urban development services to public, private, non-profit, and institutional clients throughout the U.S. Our work integrates people, policies, markets, and finance, resulting in concrete change to urban places.

California Budget Project	Sacramento	<p>The California Budget Project (CBP) serves as a resource to the media, policymakers, and state and local constituency groups seeking accurate information and analysis of a range of state policy issues. Through independent fiscal and policy analysis, public education, and collaboration with other organizations, we work to improve public policies affecting the economic and social well-being of low- and middle-income Californians. The CBP presents research findings and policy analyses to state and local policymakers in the form of testimony, written reports, and briefing materials. To increase public understanding of state fiscal policy issues, the CBP conducts an active outreach program involving presentations and workshops for a range of state and local organizations. Along with periodic briefing papers and in-depth reports, the CBP publishes a quarterly newsletter, Budget Watch, keeping readers updated on important developments in state and federal policy.</p>
California Policy Research Center	UC Berkeley	<p>The University of California established the California Policy Research Center in 1977 (as the California Policy Seminar), a systemwide research and public service program charged with applying the extensive research expertise of the UC system to the analysis, development and implementation of state policy and federal policy issues of statewide importance.</p> <p>CPRC provides technical assistance to policy makers, commissions policy-relevant research by UC faculty and affiliated researchers on major statewide issues, oversees legislatively mandated research projects, and disseminates UC research findings through publications, special briefings in the state capitol and other locations throughout California. CPRC also sponsors related activities with other university-based programs and state government entities.</p>
Center for California Studies	CSU Sacramento	<p>The Center for California Studies is a public service, educational support, and applied research institute of California State University, Sacramento. It is dedicated to promoting a better understanding of California's government, politics, peoples, cultures and history.</p>

Cotton/Bridges/Associates	Pasadena, CA	<p>Cotton/Bridges/Associates, a Division of P&D Consultants, provides urban and community planning and environmental services to a wide variety of public agencies and private clients.</p> <p>CBA has provided high quality products at reasonable costs under rigorous schedules since 1976. We work closely with our clients to meet their objectives and achieve community consensus on important planning and environmental issues</p>
CSULB Economics Department (Joseph Magaddino)	CSULB	<p>The office publishes the annual CSULB <i>Economic Forecast for Southern California and its Counties</i>, which includes forecasts for employment by sector, personal income, retail sales and building activity for the five county region (Los Angeles, Orange, Riverside, San Bernardino and Ventura counties), as well as separate forecasts for each county. The forecast is produced using an econometric model of the region developed and maintained by the Office of Economic Research.</p> <p>Faculty associated with the Office of Economic Research also conduct research funded by grants, contracts or other fee-for-service arrangements. In the past, CSULB researchers have produced economic impact studies for local businesses, have evaluated the effectiveness of government employment programs, and have assisted local governments in setting appropriate prices for water usage.</p>
Deloitte & Touche	Los Angeles, CA	<p>In today's changing global economy, businesses need trusted advisers. Because the Audit Services professionals of Deloitte national practices take the time to understand your business as well as the sectors in which you operate, we can help you identify major risks and opportunities over and above performance of the traditional financial reporting function.</p>
Economics Research Associates	Los Angeles, CA	<p>Economics Research Associates is an international consulting firm focused on economic analysis for the entertainment and leisure industry, real estate development, public-policy analysis, tourism, and economic development. ERA has completed over 14,000 assignments yielding unmatched experience in land use economics. In the process, the firm has made important contributions to some of the world's most innovative and successful development projects. Our projects span the globe and range from repositioning single land uses to New Towns planned over 30 years.</p>

Ernst & Young	Long Beach, CA	Integrity and professional competence are the cornerstones of our firm. We work hard to earn and maintain our clients' trust and confidence. To ensure that we provide quality professional services in an independent, objective, and ethical manner we have implemented a number of professional development initiatives and quality and compliance safeguards, including state-of-the-art methodology, quality control policies, supporting tools and technology, and training.
Hoover Institution	Stanford University	The principles of individual, economic, and political freedom; private enterprise; and representative government were fundamental to the vision of the Institution's founder. By collecting knowledge, generating ideas, and disseminating both, the Institution seeks to secure and safeguard peace, improve the human condition, and limit government intrusion into the lives of individuals.
Institute for Governmental Studies	UC Berkeley	The Institute of Governmental Studies (IGS) is a research unit of the University of California, Berkeley. IGS has become the University of California's primary center for interdisciplinary research in politics, government, and public policy. Institute faculty and scholars specialize in the study of American national, state, and local government and politics, public administration, technology and government, and public policy. Ongoing research focuses on such issues as the history of American political institutions, reapportionment in theory and practice, racial and ethnic politics in California, political regulation and campaign finance, immigration and citizenship, and institutional reform.
LECG	Los Angeles, CA	LECG experts are leading authorities in economics and finance, and include renowned academics, respected private industry leaders, and former senior-level government officials
Maximus	Los Angeles, CA	Provides a variety of management consulting services to state and local governments, universities, and the federal government and helps government entities improve program operations and performance.
Peter F. Drucker	Claremont Graduate University	<p>Marie Rankin Clarke Professor of Social Science and Management. Founder of Leader to Leader Institute, which has its roots in the social sector and its predecessor, the Peter F. Drucker Foundation for Nonprofit Management, which in January 2003 transferred its ongoing activities to the new identity.</p> <p>The Leader to Leader Institute furthers its mission</p>

		"to strengthen the leadership of the social sector" by providing educational opportunities and resources to leaders. Continuing the work of the Institute since its founding in 1990, the Leader to Leader Institute serves as a broker of intellectual capital, bringing together the finest thought leaders, consultants, and authors in the world with the leaders of social sector voluntary organizations. By providing intellectual resources to leaders in the business, government, and social sectors, and by fostering partnerships across these sectors, the Leader to Leader Institute works to strengthen social sector leaders of the United States and of nations around the
Public Policy Institute of California	San Francisco, CA	The Public Policy Institute of California (PPIC) is a private, nonprofit organization dedicated to improving public policy in California through independent, objective, nonpartisan research. The institute was established in 1994 with an endowment from William R. Hewlett.
RAND	Santa Monica	Our job is to help improve policy and decision making through research and analysis. We do that in many ways. Sometimes, we develop new knowledge to inform decision makers without suggesting any specific course of action. Often, we go further by spelling out the range of available options and by analyzing their relative advantages and disadvantages. On many other occasions, we find the analysis so compelling that we advance specific policy recommendations. In all cases, we serve the public interest by widely disseminating our research findings.
Rosenow Spevacek Group (Felicia Acosta)	Santa Ana, CA	Rosenow Spevacek Group provides community development consulting services for local government agencies, property owners and developers, helping our clients reach their visions for nearly a quarter century.
School of Policy, Planning, and Development	USC, Los Angeles, CA	We are a new and expanded School established two years ago through the joining of the Schools of Public Administration and Urban Planning and Development at USC. The learning synergies and interdisciplinary research made possible by this new school allow USC faculty and students to address the challenges of governing, managing, and leading in our complex urban and regional milieu emerging all around the world. It has strengthened our programs in health administration, public administration, public policy, real estate development, and urban planning. Our students and faculty are actively engaged in a wide range of analyses, problem solving, and professional activities in the areas of policy

		analysis, public sector management, urban planning and design, sustainable communities, health care management, and real estate and urban development.
Sedway Group	Los Angeles, CA	Sedway Group provides full-service real estate and urban economic consulting services to a distinguished array of private and public sector clients, ranging from small nonprofits to major international corporations.
Seifel Consulting	San Francisco, CA	Seifel Consulting is an economic consulting firm providing strategic real estate and urban economic advisory services. The firm provides research, analysis, financial projections, written documentation, and project management for both public and private sector clients.
SPHERE Institute	Burlingame, CA	It is our mission to significantly improve the information provided to policy makers who design and revise welfare, health, education, and labor programs at the national, state and local level. To fulfill this mission, SPHERE offers practitioners a powerful policy analysis capability, providing specific, impartial advice and context for policy debates. In developing models for timely analysis, SPHERE has developed a deep understanding of health and social trends in California that also provides a solid infrastructure for its long-term research program. With these interrelated goals, SPHERE serves the interests of the public, government, business and the research community
Urban Futures, Inc.	Orange, CA	Urban Futures Incorporated was formed in 1972 combining the extensive urban planning experience of the founding principals. Today UFI offers public and private sector clients a wide range of specialized redevelopment, implementation, public finance and various rental and ownership compliance services. UFI is comprised of highly skilled professionals who are uniquely qualified to handle complex assignments. The Firm has provided financial, planning, and redevelopment services to more than 170 public sector clients.

DRAFT – CONCEPTUAL PLAN
INDEPENDENT STUDY OF REDEVELOPMENT

A Request for Proposals (RFP) to conduct an Independent Study of Redevelopment in Long Beach should be prepared. The RFP should specify that the consultant team include at least one member with extensive experience in California redevelopment.

Conceptual Plan

1. Review past and present practices of the Redevelopment Agency of the City of Long Beach.
2. Conduct a thorough review and evaluation of Redevelopment strategies and techniques including pros and cons. Merger, expansion, and public participation strategies should also be reviewed.
 - What strategies/practices have been most successful?
 - What strategies/practices have been least successful?
 - How were they evaluated?
3. Determine what strategies/practices are applicable to the City of Long Beach based on situational and demographic similarity. Use this to identify a list of relevant “best practices”.
4. Conduct a comparative analysis between Long Beach practices and those determined to be “best practices”.
 - Identify shortcomings.
 - Identify successes.
5. Identify and review methods for evaluating future projects.
6. Identify and review methods of public participation that might enhance the redevelopment process.
7. Determine which strategies/practices would be beneficial to the City of Long Beach.
8. What steps would be needed to implement strategies/practices determined to be beneficial?